State of Washington
Department of Licensing

Human Resource Management Report

October 2009

Managers' Logic Model for Workforce Management

	Outputs	Initial Outcomes	Intermediate Outcomes	
Plan & Align Workforce	Articulation of managers HRM accountabilities. HR policies. Workforce planning. Job classes & salaries assigned.	Managers understand HRM accountabilities. Jobs, staffing levels, & competencies aligned with agency priorities.	Foundation is in place to build and sustain a productive, high performing workforce.	
Hire Workforce	Qualified candidate pools, interviews & reference checks. Job offers. Appts & per-formance monitoring.	Best candidate hired & reviewed during appointment period. Successful performers retained.	The right people are in the right job at the right time.	**Ultimate Outcomes**
Deploy Workforce	Work assignments& requirements defined. Positive workplace environment created. Coaching, feedback, corrections.	Workplace is safe, gives capacity to perform, & fosters productive relations. Staff know job rqmts, how they're doing, & are supported.	Time & talent is used effectively. Employees are motivated & productive.	**Employees are committed to the work they do & the goals of the organization** / **Productive, successful employees are retained** / **State has workforce depth & breadth needed for present and future success**
Develop Workforce	Individual development plans. Time/ resources for training. Continuous learning environment created.	Learning environment created. Employees are engaged in develop-ment opportunities & seek to learn.	Employees have competencies for present job & career advancement	**Agencies are better enabled to successfully carry out their mission. The citizens receive efficient government services.**
Reinforce Performance	Clear performance expectations linked to orgn'al goals & measures. Regular performance appraisals. Recognition. Discipline.	Employees know how performance contributes to success of orgn. Strong performance rewarded; poor performance eliminated	Successful perf is differentiated & strengthened. Employees are held accountable.	

Executive Summary

Performance Measure	Status	Action Priority d	Comments
PLAN & ALIGN WORKFORCE			
Management profile [a]	8.3% = "Managers"; 7.0% = WMS only	L	WMS control point = 7.8%
% employees with current position/competency descriptions [b]	97%	M	Data as of 9/2009
HIRE WORKFORCE			
Average Time to Hire Funded Vacancies [c]	35.1 avg days to hire (of 83 vacancies filled)	H	
Candidate quality ratings [c]	52.9% cand. interviewed had competencies needed 87.4% mgrs said they were able to hire best candidate	H	
Hiring balance (% types of appointments) [c]	25% promo; 44% new hires; 19% transfers; 7% exempts; 5% other	L	
Number of separations during post-hire review period [c]	14	L	
DEPLOY WORKFORCE			
Percent employees with current performance expectations [b]	100%	L	Data as of 9/2009
Overtime usage: (monthly average) [c]	0.82 hours (per capita); 10.2% of EEs receiving OT	L	
Sick leave usage: (monthly average) [c]	6.8 hours (per capita)	L	
# of non-disciplinary grievances [c]	10 grievances	L	
# of non-disciplinary appeals & Dir's Reviews filed [c]	2 appeals, 1 Director's Review	L	
DEVELOP WORKFORCE			
Percent employees with current individual training plans [b]	100%	L	Data as of 9/2009
REINFORCE PERFORMANCE			
Percent employees with current performance evaluations [b]	100%	L	Data as of 9/2009
Number of formal disciplinary actions taken [c]	6	L	
Number of disciplinary grievances and appeals filed [c]	3 grievances; 0 appeals	L	
ULTIMATE OUTCOMES			
Turnover percentages (leaving state service) [c]	5.3%	L	
Diversity Profile [a]	61% female; 24% people of color; 79% 40+; 5% with disabilities	M	
Employee survey overall average rating	4.0, 1,045 survey responses	H	Data as of 10/2009

a) Data as of 6/30/09

b) Data as of 6/30/09 **or** agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

d) Action Priority: H=High, M=Medium, L=Low   For those measures that have Action Steps

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Management Profile

Agency Priority: Low

WMS Employees Headcount = 95

Percent of agency workforce that is WMS = 7.0%

All Managers* Headcount = 113

Percent of agency workforce that is Managers* = 8.3%

* In positions coded as "Manager" (includes EMS, WMS, and GS)

Washington Management Service Headcount Trend

Data Time Period: 7/08 through 6/09
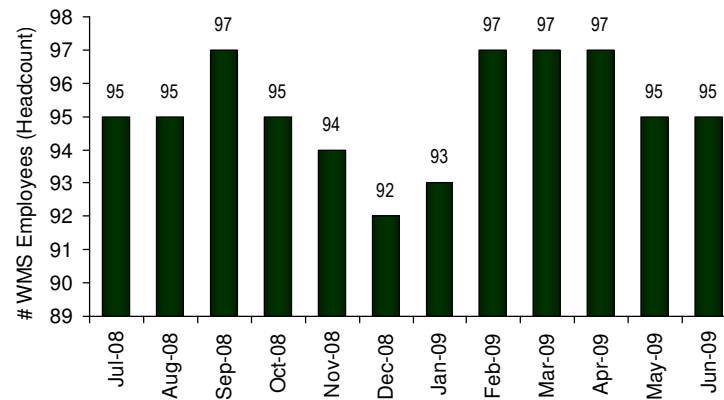
WMS Management Type

Management	78
Consultant	14
Policy	3
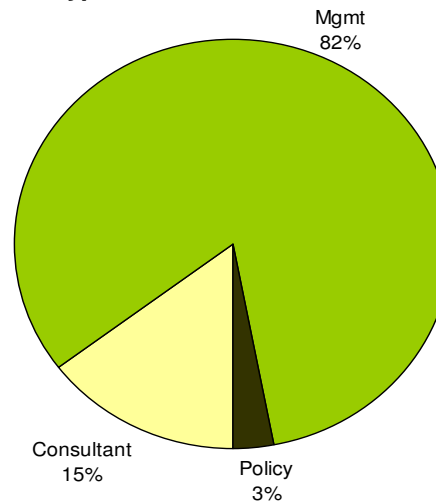
Analysis:

- **WMS Control Point: 7.8%**

- Overall, roughly half of the vacancies from November through January are the result of WMS employees taking other appointments within the agency, leaving their positions vacant.

- Many WMS positions remain vacant from the previous hiring freezes. Analysis has taken place to ensure positions are still needed; those positions will be filled.

Action Steps: (What, by whom, by when)

- Continue to review management positions to ensure proper inclusion and evaluation (WMS Evaluation Committee, ongoing).

Data as of 7/2009
Source: HRMS BI

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/ competency descriptions

Current Position/Competency Descriptions

Agency Priority: Medium

Percent employees with current position/competency descriptions = 97%*

*Based on 1,084 of 1,120 reported employee count
 Applies to employees in permanent positions, both WMS & GS

2009 Position/Competency Descriptions Complete

Analysis:

- The percentage of employees with current position/competency descriptions has increased four percent in the last year.

- Positions are not recruited for without an updated position description and job analysis.

Action Steps: (What, by whom, by when)

- The HR office is currently piloting a combined position description/job analysis form, which we hope will simplify the process of creating and maintaining good job descriptions. If the pilot is successful, we will launch the new form by the end of the year.

- Continue to provide assistance to supervisors on completion of the Position Description and Job Analysis forms (Human Resources Office, ongoing).

Data as of 9/2009
Source: DOL Human Resources Office

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-fill vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-fill / Candidate Quality

Agency Priority: High

Time-to-fill Funded Vacancies

Average number of days to fill*:	35.1
Number of vacancies filled:	83

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: High

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 402   Percentage = 52.9%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 83   Percentage = 87.4%

Hiring managers indicating "no":

Number = 12   Percentage = 12.6%

Analysis:

- Since our last report, our HR processing time has increased from 2.1 days to an average of **5.8** days.

- Our announcements were posted an average of **8.2** days, which is longer than our former report showing 4.5.

- It takes the Recruitment Team an average of **5.3** days to screen applicants in order to certify eligible candidates to the hiring manager. This number is up from 1.7.

- It took an average of **18.6** days for hiring managers to administer a selection strategy to the point of offer acceptance. This number is significantly higher than our last report of 6.3 days.

****

- In Candidate Quality, we've experienced a decrease from 64.4% to **52.9%** of hiring managers who thought the candidates they interviewed had the competencies to perform the job. A theme in the supporting comments demonstrates the possibility of a misinterpretation of the question. Many people answered that their *finalists* were the only candidates possessing the KSAs to perform the job, when in actuality, others may have possessed the KSAs at a different level.

- We improved on the percentage of managers who felt they hired the best person for the job. Our percentage went up to **87.4%** from 86.2%.

Action Steps: (What, by whom, by when)

- Understand more about why we've experienced an increase in time to fill and correct if necessary.

- Research the feasibility of re-wording questions to get to the true data we seek.

Data Time Period: 7/2008 through 6/2009
Source: DOL Human Resources Office

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.
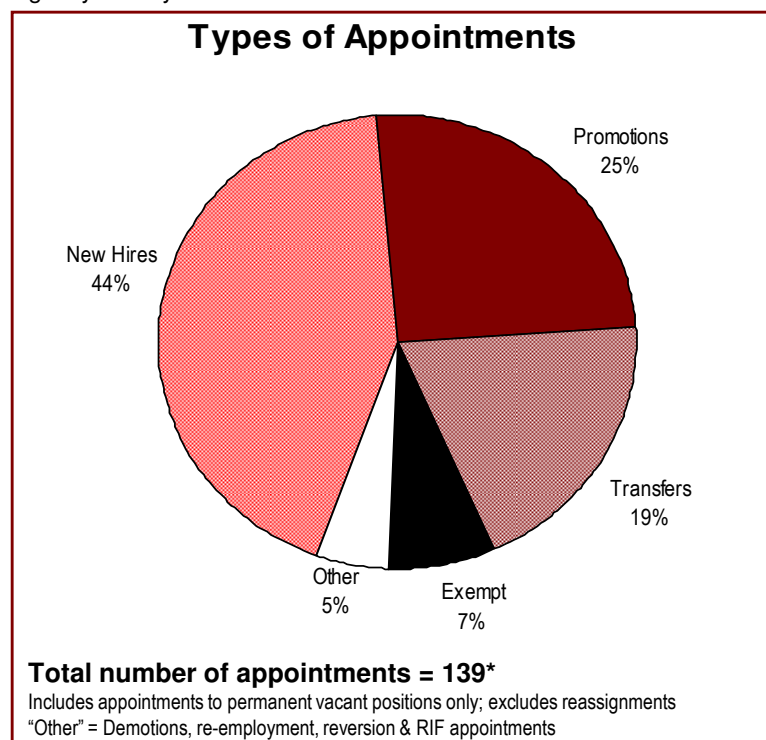
Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Hiring Balance / Separations During Review Period

Agency Priority: Low

Types of Appointments

Promotions
25%

New Hires
44%

Transfers
19%

Other
5%

Exempt
7%

Total number of appointments = 139*
Includes appointments to permanent vacant positions only; excludes reassignments
"Other" = Demotions, re-employment, reversion & RIF appointments

Agency Priority: Low

Separation During Review Period

Probationary separations - Voluntary	8
Probationary separations - Involuntary	3
Total Probationary Separations	*11*
Trial Service separations - Voluntary	3
Trial Service separations - Involuntary	0
Total Trial Service Separations	*3*
Total Separations During Review Period	**14**

Data Time Period: 7/2008 through 6/2009
Source: HRMS BI

Analysis:

- The total number of appointments this fiscal year represents only a third of our total from a year ago, due to the two hiring freezes Washington State has experienced.

- Over half of our transfers were from Licensing Services Representatives (LSR). With the closure of some of our Licensing Services Offices (LSOs), employees have been transferring to other offices based on preferences and seniority.

- LSRs represent almost half of our new hires as well. LSRs were exempt from the hiring freezes.

- Separations during the review period increased about three percent compared to last year.

Action Steps: (What, by whom, by when)

- We continue to work with supervisors in addressing performance issues during the review period (Human Resources Office, ongoing).

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

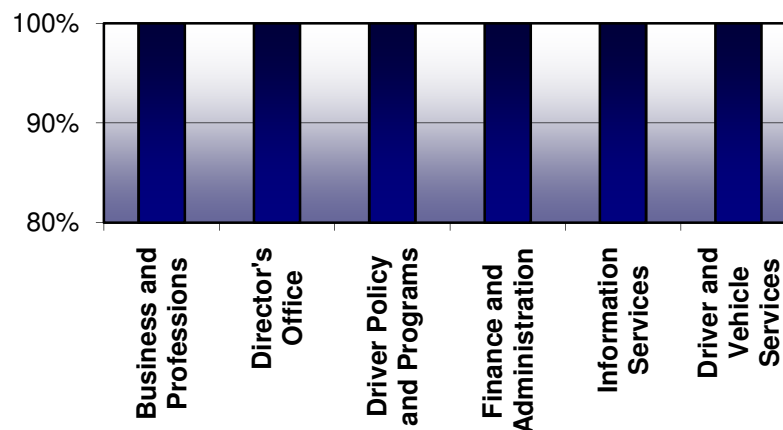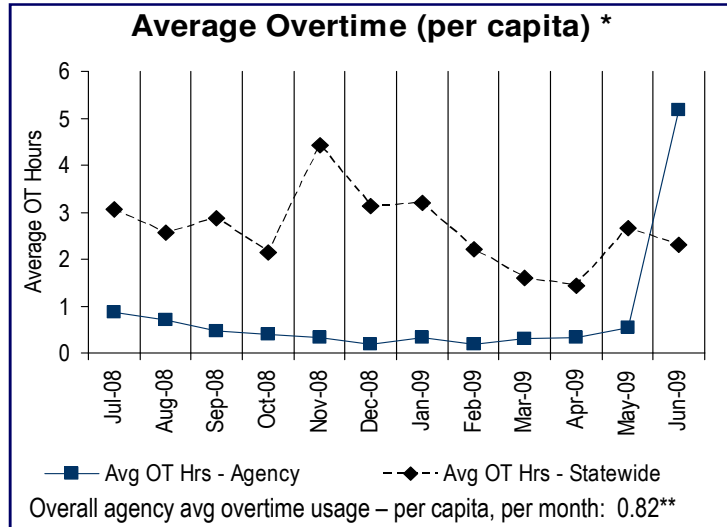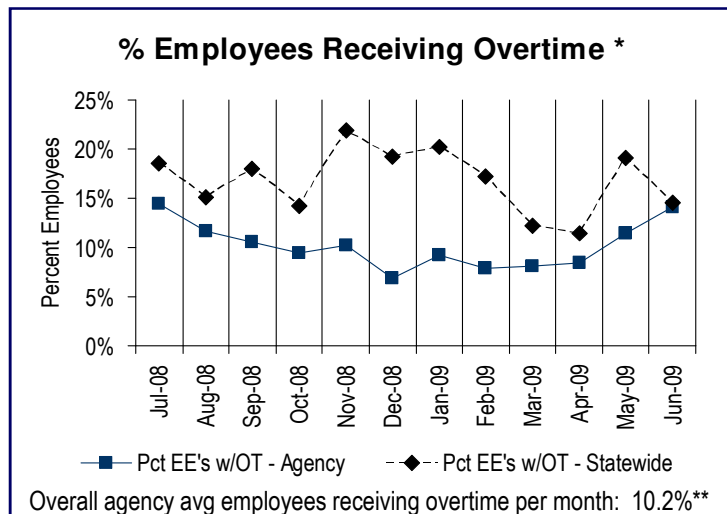Non-disciplinary grievances/appeals filed and disposition (outcomes)

Current Performance Expectations

Agency Priority: Low

> **Percent employees with current performance expectations = 100%***

*Based on 1,301 of 1,301 reported employee count
Applies to employees in permanent positions, both WMS & GS

2008/2009 Performance Expectations Complete

Analysis:

- This is the fourth year that all evaluations were due in the 90-day period of September through November. This has greatly increased our completion rate.

- Expectations for the new year are typically completed at the time the performance evaluation is completed.

Action Steps: (What, by whom, by when)

- Develop and implement an automated tracking system for performance and development plans for new employees who begin employment between performance periods (Human Resources Office, July 2010).

- Continue stressing the importance of setting, reviewing, and assessing performance expectations for all staff (Human Resources Office, ongoing).

Data as of 9/2009
Source: DOL Human Resources Office

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Overtime Usage

Agency Priority: Low

Average Overtime (per capita) *

— Avg OT Hrs - Agency   ---◆--- Avg OT Hrs - Statewide

Overall agency avg overtime usage – per capita, per month: 0.82**

**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

% Employees Receiving Overtime *

— Pct EE's w/OT - Agency   ---◆--- Pct EE's w/OT - Statewide

Overall agency avg employees receiving overtime per month: 10.2%**

**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: 7/2008 through 6/2009
Source: HRMS BI

Overtime Cost - Agency

Month	Cost
Jun-09	188,603
May-09	22,936
Apr-09	13,068
Mar-09	12,972
Feb-09	8,430
Jan-09	12,957
Dec-08	7,437
Nov-08	13,381
Oct-08	13,983
Sep-08	17,758
Aug-08	28,348
Jul-08	28,947
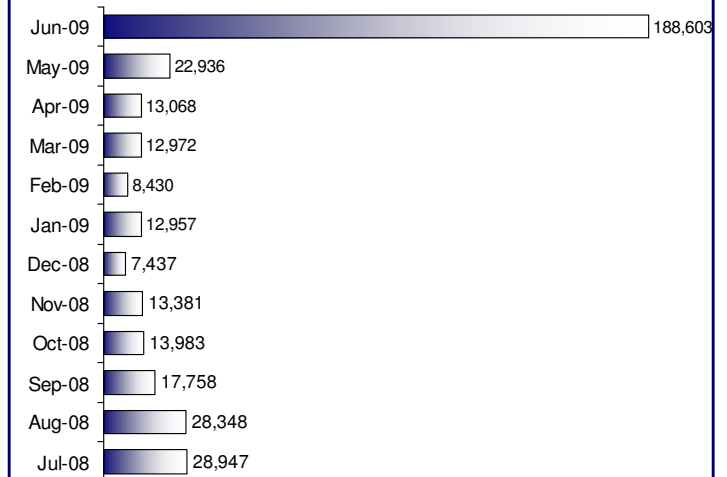
Analysis:

- DOL reviewed 1,100+ positions to confirm overtime eligibility this year. The spike in June overtime is the result of paying up to two years' worth of unclaimed overtime for employees in those positions that changed from overtime exempt to overtime eligible.

- The remainder of the year shows that DOL average overtime per capita is well below the state average, and far less was spent each month on overtime this year compared to last year. DOL implemented a positive time tracking system this year which helps supervisors manage their employees' schedules before overtime is incurred.

Action Steps: (What, by whom, by when)

- None.

9

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Sick Leave Usage

Agency Priority: Low

Average Sick Leave Use
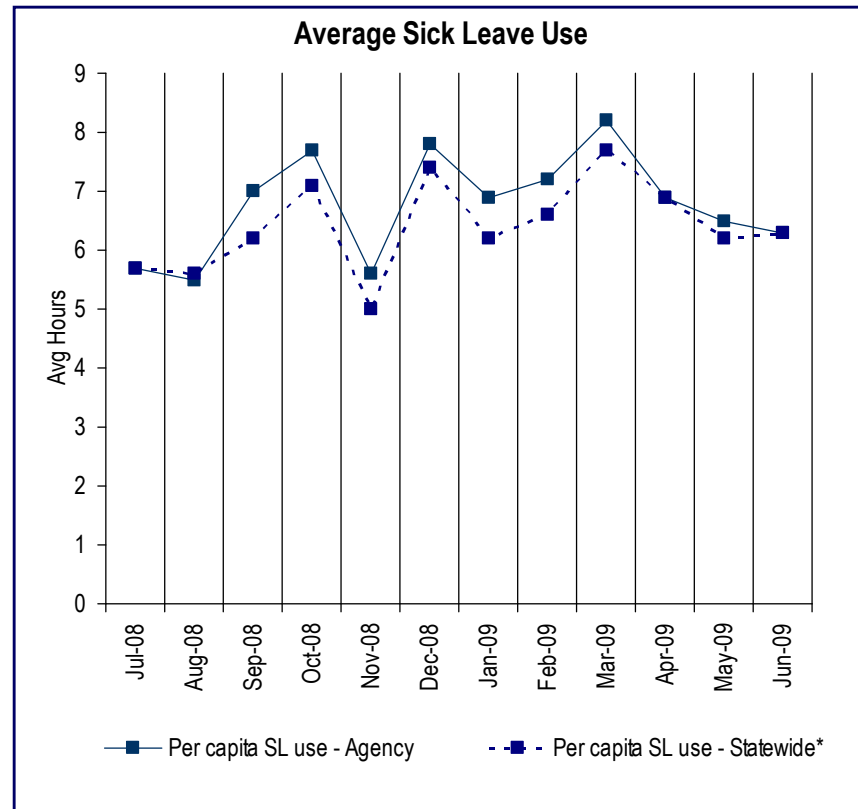
Analysis:

- There has been very little change in sick leave usage in the past year. The average hours of sick leave used has only increased 0.3 percent.

Action Steps: (What, by whom, by when)

- None.

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) – Statewide*	Avg SL Balance (per capita) – Statewide*
6.8 Hrs	**234.8** Hrs	6.4 Hrs	240.2 Hrs

* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 7/2008 through 6/2009
Source: DOL Human Resources Office

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Grievances (represented employees)

Agency Priority: Low

Number of Non-Disciplinary Grievances Filed

Total Non-Disciplinary Grievances = 10
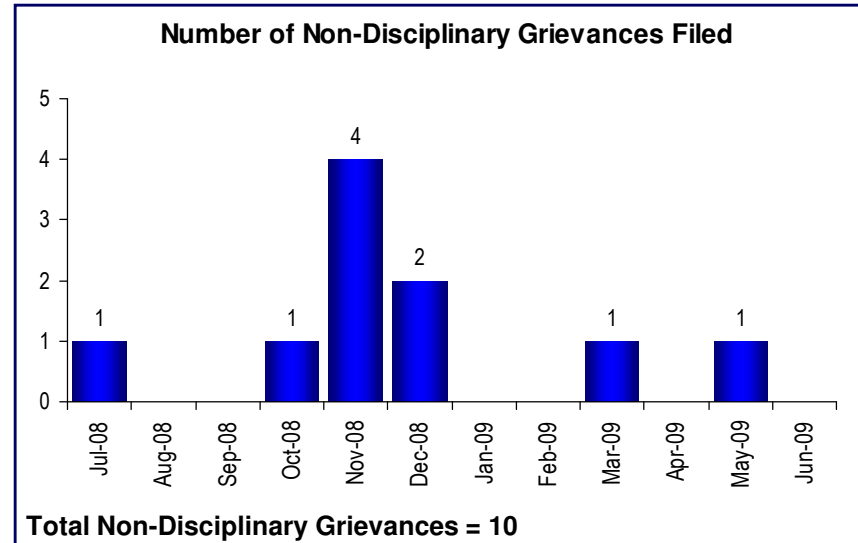
* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*
(Outcomes determined during time period listed below)

- One grievance regarding performance evaluation is scheduled for arbitration in January 2010.
- One grievance on reasonable accommodation/disability separation is at Step 3.
- The rest were withdrawn.

Top 5 Non-Disciplinary Grievance Types
(i.e., Compensation, Overtime, Leave, etc.)

Grievance Type	# Grievances
1. Performance Evaluation	3
2. Reasonable Accommodation/Disability Sep.	3
3. Non-Discrimination	2
4. Sick Leave	1
5. Miscellaneous Leave	1

Analysis:

- Supervisors are documenting progressive poor performance in evaluations as well as taking disciplinary action.
- Supervisors are documenting and holding employees accountable for unauthorized Leave Without Pay.

Action Steps:

- Continue training supervisors on performance evaluation process, discipline process and reasonable accommodation process (Human Resources Office, ongoing).

Data Time Period: 7/2008 through 6/2009
Source: HRMS, DOL Human Resources Office

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Filings for DOP Director's Review

1 Job classification

0 Rule violation

0 Name removal from Layoff List

0 Exam results or name removal from applicant/candidate pool, *if DOP did assessment*

0 Remedial action

1 Total filing

Filings with Personnel Resources Board

2 Job classification

0 Other exceptions to Director Review

0 Layoff

0 Disability separation

0 Non-disciplinary separation

2 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.
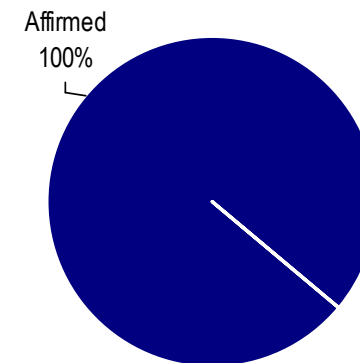
Director's Review Outcomes

Affirmed
100%
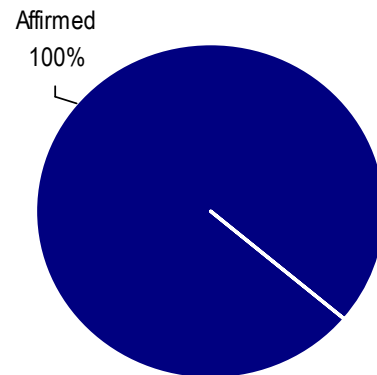
Total outcomes = 2

Data Time Period: 6/2008 through 7/2009
Source: Department of Personnel

Personnel Resources Board Outcomes

Affirmed
100%

Total outcomes = 1

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans
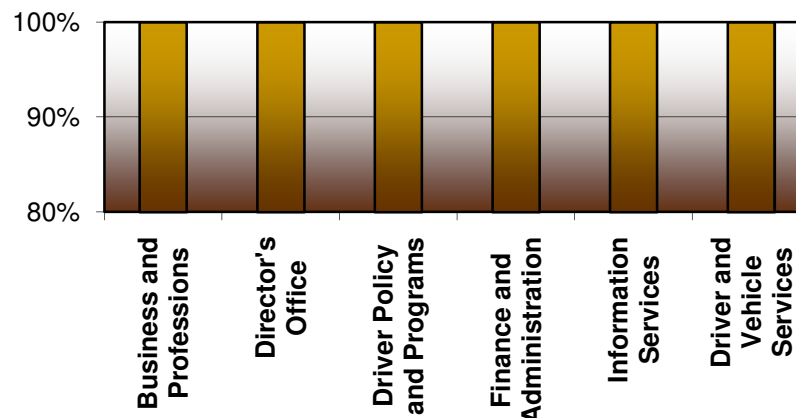
Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: Low

> **Percent employees with current individual development plans = 100%***

*Based on 1,301 of 1,301 reported employee count
Applies to employees in permanent positions, both WMS & GS

2008/2009 Development Plans Complete

Analysis:

- Development plans are typically completed at the time the performance evaluation is completed. Those areas where the senior leaders are highly committed to their completion are the areas where they're getting done.

- Since evaluations are all due in November, this gives managers and supervisors and opportunity to cascade strategic plan goals from the biennial strategic plan down to the first-line employee.

Action Steps: (What, by whom, by when)

- None.

Data as of 9/2009
Source: DOL Human Resources Office

13

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)
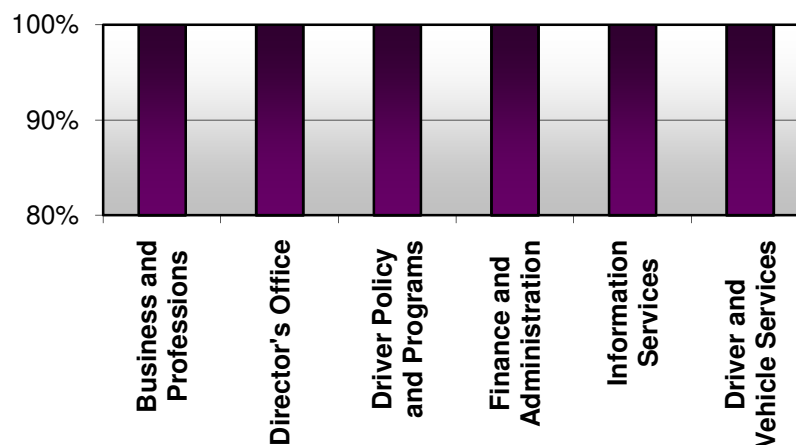
Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: Low

Percent employees with current performance evaluations = 100%*

*Based on 1,301 of 1,301 reported employee count
Applies to employees in permanent positions, both WMS & GS

2008/2009 Evaluations Complete

Analysis:

- This is the fourth year that all evaluations were due in the 90-day period of September through November. This has greatly increased our completion rate.

- By using an August to August performance period, we are able to more easily cascade down the agency's strategic plan into individual employees' goals and objectives.

- We have developed a set of reviewer guidelines to assist managers to better monitor the quality of evaluations.

Action Steps: (What, by whom, by when)

- Evaluations are just coming due again in November. HR staff will be reviewing a sample of evaluations for quality and thoroughness.

Data as of 9/2009
Source: DOL Human Resources Office

Reinforce Performance

Formal Disciplinary Actions

Agency Priority: Low

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	2
Demotions	1
Suspensions	1
Reduction in Pay*	2
Total Disciplinary Actions*	**6**

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- Performance
- Not following procedures
- Inappropriate behavior

Analysis:

- All supervisors are required to attend Performance Management training as part of Leadership DOL upon becoming a supervisor.

- Formal discipline is taken in instances where employee performance does not improve. Progressive disciplinary action was used in both dismissals DOL reported this year; since employees were subjected to a lower-level discipline and they did not improve, they were dismissed.

Action Steps:

- The Human Resources Office will continue to train and coach supervisors to work with performance issues early and often.

- The Human Resources Office will continue to foster positive relationships with labor representatives to help employees succeed.

Data Time Period: 7/2008 through 6/2009
Source: HRMS, DOL Human Resources Office

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals

Agency Priority: Low

Disciplinary Grievances (Represented Employees)

Total # Disciplinary Grievances Filed: 3
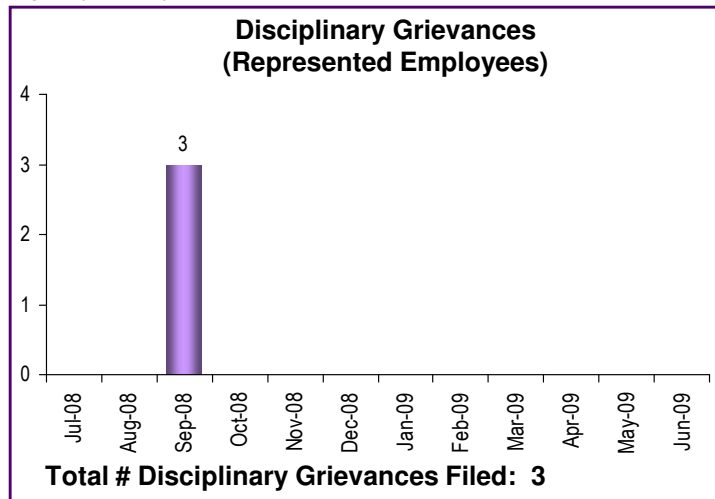
Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

0 Dismissal

0 Demotion

0 Suspension

0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

- All three grievances were filed by the WFSE on behalf of one employee. All three grievances were withdrawn.

Disposition (Outcomes) of Disciplinary Appeals*

No disciplinary appeals were filed during the 2008/2009 period.

*Outcomes issued by Personnel Resources Board

Data Time Period: 7/2008 through 6/2009
Source: HRMS, DOL Human Resources Office

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures
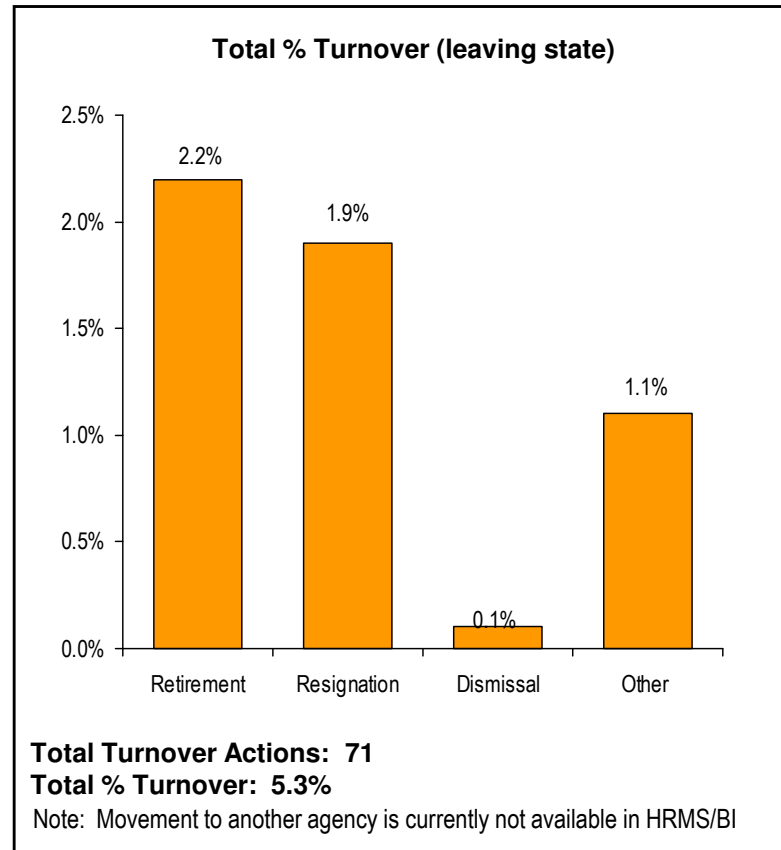
Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Turnover Rates

Agency Priority: Low

Total % Turnover (leaving state)

Retirement	2.2%
Resignation	1.9%
Dismissal	0.1%
Other	1.1%

Total Turnover Actions: 71
Total % Turnover: 5.3%
Note: Movement to another agency is currently not available in HRMS/BI

Analysis:

- Overall turnover has decreased almost two percent since last year, most of which is represented by the two percent difference in resignations. This decrease in resignations is likely due to our current economy.

Action Steps: (What, by whom, by when)

- Implement an agency-wide exit interview program (Human Resources Office, July 2010).

Workforce Diversity Profile

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Agency Priority: Medium

	Agency	State
Female	61%	53%
Persons w/Disabilities	5%	4%
Vietnam Era Veterans	6%	6%
Veterans w/Disabilities	2%	2%
People of color	24%	18%
Persons over 40	79%	74%

Diversity Profile by Ethnicity

Percent Age Distribution
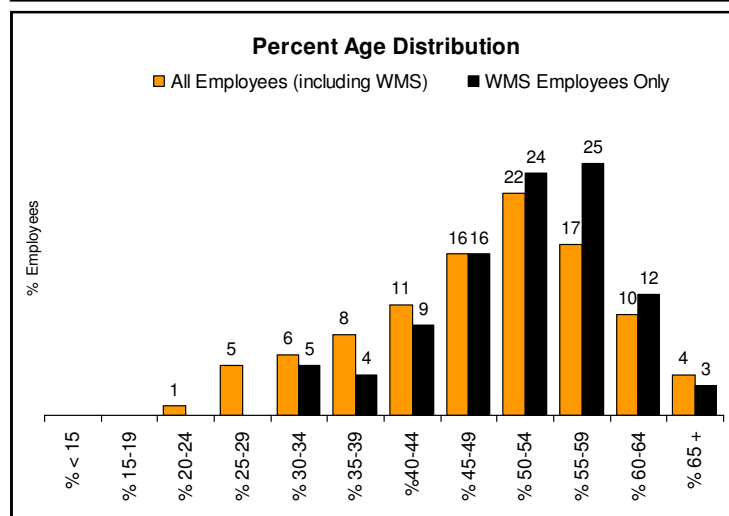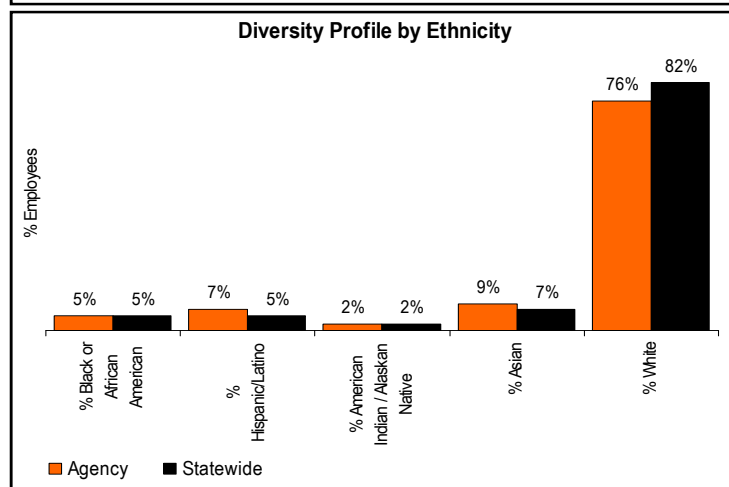
Analysis:

- DOL's overall diversity profile remains strong.

- Given the hiring freeze and low turnover, there has been little movement in our diversity statistics.

Action Steps: (What, by whom, by when)

- The Affirmative Action Specialist will develop targeted recruitment strategies for underutilized groups, particularly in Eastern Washington by January 2010.

Data as of 7/2009
Source: HRMS BI

Employee Survey Ratings

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Agency Priority: High

Question	Avg April 2006	Avg Nov 2007	Avg Oct 2009
1) I have the opportunity to give input on decisions affecting my work.	3.5	3.7	3.7
2) I receive the information I need to do my job effectively.	3.9	4.0	4.0
3) I know how my work contributes to the goals of my agency.	4.1	4.3	4.3
4) I know what is expected of me at work.	4.4	4.5	4.5
5) I have opportunities at work to learn and grow.	3.6	3.8	3.7
6) I have the tools and resources I need to do my job effectively.	3.8	4.0	4.0
7) My supervisor treats me with dignity and respect.	4.3	4.5	4.4
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.9	4.0	4.0
9) I receive recognition for a job well done.	3.4	3.7	3.7
10) My performance evaluation provides me with meaningful information about my performance.	3.6	3.7	3.7
11) My supervisor holds me and my co-workers accountable for performance.	4.2	4.2	4.2
12) I know how my agency measures its success.	3.2	3.5	3.5
13) My agency consistently demonstrates support for a diverse workforce.	--	4.3	4.2
Overall average:	3.8	4.0	4.0
Number of survey responses:	1,088	1,053	1,045

Data as of October 2009
Source: Statewide Employee Survey

Analysis:

- At the time of this report, the data from the most recent employee survey was available only at the agency level, so no real analysis has happened yet.

Action Steps: (What, by whom, by when)

Since the last survey, the agency has:

- Adopted a strategic plan that in part focuses on developing the capacity of the agency's human resources.

- Conducted a survey to assess the level of employee engagement and commitment.

- Adopted an aggressive stretch goal to increase the level of engagement and to serve as a benchmark leader in this regard.

- Formed an agency-wide task force to identify actions DOL, as an organization, should take to increase the level of engagement.

- Arranged meetings with leadership teams to stress the importance of the supervisor 's role in engagement.

- Infused into the leadership development program more information on engagement.